

9 August 1967

MEMORANDUM FOR: Director of Personnel

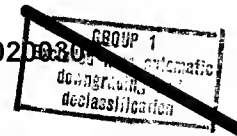
THROUGH : DD/Pers/R&P

SUBJECT : Annual Report of FY-1967 Accomplishments
and FY-1968 Plans and Objectives

FY-1967 Accomplishments

1. This was a big year for the Placement Division and a successful one.
 - a. During FY-1967 the Division monitored and coordinated the selection and EOD processing of more new General Schedule professional and technical employees than had been hired by this Agency during any preceding fiscal year (including the 1963 input from all out recruitment effort). Professional and technical on-duty strength as of 30 June 1967 was greater than at the end of any preceding fiscal year. The Division also coordinated processing arrangements for an additional unprecedented number of Type A Contract employees (approximately 200). All of this required more correspondence with bona fide applicants, more invites travel arrangements, the scheduling and coordination of more medical, security and personnel pre-employment interviews at Headquarters plus a program to process and brief more professional and technical EOD's than ever before. Tab A illustrates the relative magnitude of this effort as compared with the volume of similar input processing during the past three fiscal years.

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- b. The Division handled this unprecedented input workload smoothly, with professionalism, and to the general satisfaction of applicants, employees and operating officials. At the same time we made adjustments in some established programs and initiated new activities to refine the definition of recruitment goals and to improve our support to the management of personnel on duty.

2. The following highlights warrant specific comment.

- a. Correspondence - The Correspondence Branch reviewed and acted upon 10,454 incoming letters and prepared a total of 37,953 outgoing letters during the year. This represents an increase in communication with bona fide applicants for Agency employment even though about 8700 fewer letters were prepared than were sent during FY-1966. This reduction was due primarily to a great decrease in the number of our responses to inquiries from youngsters who were caught up in the earlier "James Bond" vogue. During the year, we adopted the practice of "decentralized" communications whenever response to an applicant could be handled better by word from a recruiter in the field than by a letter from Headquarters. Such handling of these inquiries involves no less work on our part since we must communicate with the appropriate recruiter in each case. However, it has proven to be an effective instrument of personalized recruitment, and we shall continue the practice. We shall also continue the reviews which were carried on throughout the year in an effort to maintain and improve the quality of our correspondence.
- b. Applicant Selection - Overall - There is no doubt that the monitoring and control of application reviews through the Skills Bank did much to improve the efficiency of our operations during this year of maximum input. "Yes" and "no" decisions were reached sooner and, although it would be hard to prove, we are sure that we got a better take from available applications than in previous years. Security processing was initiated more promptly; we maintained a record average number of applicants for professional and technical positions in process during the year; and, the expenditure for invitee travel increased about 19 per cent over the previous year. We improved arrangements for scheduling medical and security interviews and for keeping

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all processing stations informed of the progress of individual applicants. We arranged with the A&E Staff to speed the availability of FCDP test results for review in appropriate selection considerations. Although pertinent statistics are not available, we know that the general plan to schedule two invitee trips to Headquarters, with personnel interviews scheduled first and polygraph interviews scheduled last in order, resulted in greater economy in use of the time of available physicians and polygraph operators. In all, the Agency's selection machinery ran quite smoothly. However, one observation carries a note of caution. Although customer components were willing and even eager to visit the Skills Bank during the early stages of its operation, there was a marked fall off in visits to the Skills Bank during the latter part of FY-1967 as concern mounted over the relationship of year end strength to ceiling. We entered FY-1968 with 13% fewer professional and technical applications in process than were in process at the beginning of FY-1967. This conservatism on the part of selecting officials carried on into the first month of the current fiscal year. Tab B compares the number of professional and technical applications in process at the end of July with those in process at the same time in FY-1967.

c. CTP Personnel Branch Activity - The volume of activity in the CTP Personnel Branch of the Placement Division also was at an all-time high during FY-1967.

1. The Branch conducted about 10 per cent more applicant briefings and interviews and scheduled about 10 per cent more laboratory and psychiatric appointments and about 34 per cent more physical examinations and polygraph appointments than it did during FY-1966. As a result, the external input target was achieved. We hired [] new Career Trainees against a planned EOD of [] external recruits. This was an increase of 55 per cent over the [] new employees who entered on duty in the Career Training Program during FY-1966. Tab C compares work load statistics for FY-1967 with those of the two preceding fiscal years.

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2. Much effort was made to reduce applicant processing time. Approval was obtained from the Deputy Director for Support to bring Career Trainee applicants to Washington for pre-employment processing on a three-day, one-trip basis instead of the normal two-trip arrangement. The Branch accomplished improvements in filing, reviewing and routing procedures to the point where it could prepare requests for personnel action, submit requests for medical and security processing and notify applicants that consideration was underway in from 7 to 10 calendar days from the date the applicant file was received. The Branch also arranged to notify the Office of Security according to a system of priorities which made it possible for that office to co-ordinate its efforts more closely with the time factors involved with some applicants.
3. A most favorable development during FY-1967 was the increasing awareness among those Agency elements concerned with CT applicant processing (Offices of Personnel, Security, and Medical Services and CTP) of mutual problems involved and of those problems unique to one particular office which are encountered from time to time in the applicant processing cycle. The several bi-Office and multi-Office meetings, as well as continuous informal contacts among the Offices, have served to cross-educate the participants in the responsibilities which each Office has in the processing cycle. This interaction has also made the participants more aware and appreciative of the modus operandi of each of these elements in discharging their respective responsibilities.
4. An unfavorable development during FY-1967 was the increasingly complex problem of administering the military programs which are available for military-liable Career Trainees. The time and effort required to work with a military-liable applicant in the processing stage is about five times greater than is needed for the non-military-liable applicant. Once the military-liable enters on duty, from ten to twenty times as much time and effort is needed with him as with the non-military-liable. Some indication of the increasing work load with military-liables is shown by the following lists of recent classes giving the percentage of military liables who were in the external portion of each class.

January 1966 Class	-	Approximately	5 1/2 %
April 1966 Class	-	"	8 1/2 %
July 1966 Class	-	"	17 1/2 %
October 1966 Class	-	"	22 1/2 %
February 1967 Class	-	"	13 %
July 1967 Class	-	"	19 %

d. Support to Personnel Management - During FY-1967 the Placement Division made significant contributions toward improving personnel forecasts and defining meaningful recruitment objectives and toward improving and extending assistance and counseling services in the day to day management of personnel on duty.

1. The Division worked closely with the Plans and Review Staff to improve personnel forecasting and particularly to refine statements of external recruitment objectives. Our input in these efforts was based on first hand knowledge of the status and potential value of the pipeline of applications in process and of the attitudes and day-to-day behavior of the officials who make selection decisions. Our task was to translate statistics into meaningful recruitment requisitions and to try to focus proper attention on in-process requirements as an essential prelude to meeting EOD objectives. Tab D was prepared for discussion with the Director of Planning, Programming and Budgeting and was the basis for general agreement to enter on duty as many of these new employees as possible during the first quarter of FY-1968 even though we might temporarily exceed personnel ceilings. This advance determination involved an evaluation of our experience in FY-1967 and was essential to the development of meaningful goals for recruitment and input processing during FY-1968. Our forecasting techniques were not developed sufficiently to enable us to complete this work and produce revised recruitment requisitions before the end of the fiscal year. However, we have reached essential agreements with the other components involved in such forecasts and these efforts should produce more timely results in the future.

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2. In January 1967, the Employee Assignment Branch began a program to interview professional and technical employees 6 to 8 months after they enter on duty to evaluate the propriety of their initial assignments and to make available the assistance of this Division and the Office of Personnel when called for. This program is too new to warrant any conclusions. However, most of the [redacted] employees interviewed appeared to be well placed and generally satisfied with their EOD processing and initial work experience in the Agency.
 3. The Employee Assignment Branch appointed and briefed all new professional and technical EOD's and scheduled them for attendance at orientation courses conducted by the Office of Training. These arrangements have been quite satisfactory. The Branch reviewed and approved on behalf of the Director of Personnel all official personnel actions involving staff employees. It also conducted a review of all Quality Step increase proposals in order to recommend their approval on the behalf of the Director of Personnel. Tab E presents an analysis of QSF's approved during FY-1967.

Objectives for 1968

1. By all indications our input processing work load will equal or exceed that of FY-1967 if the Agency meets FY-1968 requirements for professional and technical personnel. We will endeavor to improve these processing procedures where ever possible.
2. We are prepared to initiate security processing on appropriate numbers of selected categories of professional and technical applicants when necessary to insure the Agency an adequate input from available applicants for professional and technical employment during FY-1968.
3. We expect to make additional improvements in defining external recruitment objectives in terms of in-process requirements and meaningful recruitment requisitions. We hope to use EDP techniques in order to analyse and manipulate the many variables which are involved in these activities.

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4. We will continue the program to appraise initial placement through direct interviews with all recently hired professional and technical employees, making improvements as we gain experience.

5. We expect both employee and management requests for counsel and assistance to increase greatly as we continue to demonstrate the ability to give professional assistance in matters of day-to-day personnel management.


Chief, Placement Division

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